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Meetings 1

14 September 1966

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : DCI Briefings on Program Management

1. The Director has asked that a system of periodic progress reports be initiated on program management in the Agency. For the Support Directorate, these reports will update the major activities of the Program-Wide Program Memorandum. The reports will be presented orally, using appropriate graphic material, and planned so that each session does not exceed two hours. The participation of your Planning Officers in developing these briefings is important since the presentation will constitute interim reports on the status of the programs you have incorporated in the Agency's planning, programming, and budgeting system and on future program plans. The first report for the Support Directorate is tentatively scheduled for early November 1966.

2. Progress reports should be organized to report on:

Objectives

Summary of major new program objectives for FY 1967/68

Accomplishments

Significant accomplishments in FY 1966 and FY 1967

Status of Programs

- a. Distribution of resources to major program targets (e.g., funds and manpower against Communist China)
- b. Current and anticipated funding problems (e.g., programs requiring additional funds not provided for in budget)
- c. Significant program or project changes (e.g., termination of programs or projects)

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- d. New program proposals and expected costs (those not included in budgets)
- e. Proposed reprogramming actions (significant transfers of funds between programs and projects, particularly as related to c. and d. above)

Status of Personnel

- a. Serious understaffing and shortage of skills
- b. Proposed reprogramming (transfers) of personnel
- c. Status of training

Organization Matters

Proposed organization changes -- creation of new units, merging of existing units, etc., including proprietary organizations.

Special Subjects

Individual treatment of operational or management matters of special significance.

3. In your response to the Combined Program Call several subjects were identified, shown below, which should be given special treatment in your first progress report. In some cases you may prefer to schedule separate briefings to permit adequate treatment of these subjects.

- a. Agency procurement and inventory practices
- b. Headquarters space and construction requirements
- c. Support systems study

At this time, I would like also a report on the progress of the study of the length of overseas tours of CIA personnel.

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4. You should have your Planning Officer contact [redacted] Chief, Program Analysis Branch, O/PPB, and work out the details and scheduling of the presentations.

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[redacted]

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L. K. White  
Executive Director-Comptroller

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INTRODUCTORY COMMENTS

The Support Directorate's situation has changed considerably since the submission of the Program Memoranda in June. Nevertheless, our major objectives and goals remain the same. We must always be geared to anticipate and fulfill the Support requirements of the other Directorates. We realize that you look to us also to provide the leadership in maintaining the Agency's staff of carefully selected, properly trained, and highly motivated personnel. We must maintain our security standards, our swift communication system, our specialized financial matters and channels and effective logistics support.

In my presentation this morning I will assume that money and manpower will continue to be restricted for the foreseeable future. While not in the exact order in which they appear in the Program-Wide Memorandum, I will touch on each of the important Program Memorandum items in the course of my presentation.

In June we foresaw that the acquisition and training of personnel was the largest issue confronting the Agency in the next five years. This is equally true today in spite of the ceilings which have been imposed for the current fiscal year, and it underscores the importance of selectivity as opposed to mere numbers in our recruitment and training programs. Our new ceilings have cut us to the point that we now have only <sup>134</sup>~~195~~ Staff vacancies to fill in the entire Agency.

(2)

Losses predicted for the balance of FY 1967 are [redacted] applicants in process on <sup>Nov. 30</sup>~~October 31~~. I met recently with the other Deputy Directors to discuss our policies with regard to the recruiting of personnel, and they all realize that we have a real job to do in securing the best possible applicants for the relatively few vacancies we will have.

In the Support Directorate I have [redacted] on board on 30 November against a revised ceiling of [redacted] of these Support personnel were at Headquarters and [redacted] were in the field.

It is against this background that I will talk about the recruitment and training of personnel.

PERSONNEL PLANNING AND FORECASTING:

1. PREDICT SCOPE AND PACE OF RECRUITMENT TO REPLACE  
LOSSES AND REACH PLANNED LEVELS

2. HOPE TO HAVE A NEW FORECAST ON A MONTHLY BASIS

RECRUITMENT:

1. HAVE CONSOLIDATED RECRUITMENT, CORRESPONDENCE,  
ADVERTISING, INVITEE TRAVEL AND APPLICANT PROCESSING AND  
PLACEMENT

PRE-EMPLOYMENT INTERVIEWS:

1. ONE DAY FOR ~~MEDICAL~~ *Personnel*
2. TWO DAYS FOR MEDICAL AND SECURITY INTERVIEWS
3. POLYGRAPH LAST - USED TO BE <sup>*only*</sup> 1 OF 3 CAME ON DUTY -  
NOW 3 <sup>*not*</sup> 4 *EOD*
4. PLAN TO CONTINUE USE OF PRE-EMPLOYMENT INTERVIEWS

PLACEMENT AND THE SKILLS BANK

1. WANT TO GET PROMPT DECISION
2. FILES IN CENTRAL POINT
3. GET AND EXPEDITED REVIEW

UNIVERSITY ASSOCIATES

1. HAVE CONTINUED AND HOPE TO INCREASE FROM 26 TO 40
2. FEAR DEMONSTRATIONS MAY DETER ADMINISTRATORS, DEANS  
AND DEPARTMENT CHAIRMEN

-2-

DEMONSTRATION

1. HAVE INCREASED

ILLEGIB

2. STARTING TO IMPEDE RECRUITMENT EFFORTS

OVERSEAS TOUR OF DUTY STUDY

1. TO ESTABLISH LENGTH OF TOUR

2. COST OF TOUR

3. ESTABLISH POLICY

4. SHOULD BE ABLE TO IMPLEMENT IN FY 1968

INTEGRATION OF RETIREMENT UNITS

1. WILL MERGE CIVIL SERVICE AND AGENCY SYSTEMS

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2. ☐ SCREENED BY END OF FY 1966

3. TO DATE THIS YEAR AN ADDITIONAL ☐

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4. OTHERS CONSTANTLY BECOMING ELIGIBLE

CAREER TRAINEES

1. 156 ENTERED ON DUTY IN 1966

2. 108 SO FAR THIS YEAR

3. QUALITY IS BETTER - GREATER INPUT WITH FEWER CLEARANCES

4. CLASSES OF 92 to 95 TO BEGIN EACH MARCH, JULY AND NOVEMBER

5. TRAINING EXTENDED TO TWO YEARS

6. *Status of - Quality of Trainees*

-3-

LANGUAGE TRAINING

1. NEW POLICY ON 1 FEBRUARY 1966
2. ON 30 NOVEMBER ALL BUT [ ] EMPLOYEES HAD BEEN TESTED

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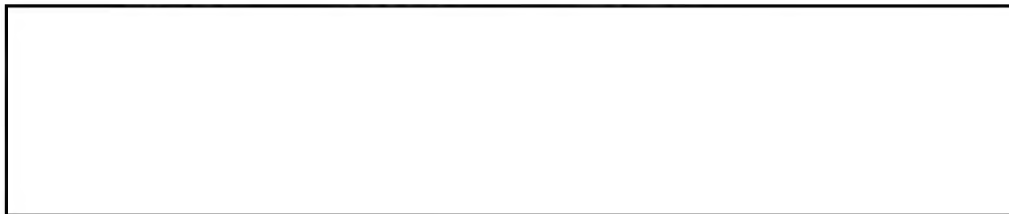
SUPPORT SCHOOL

1. CENTRALIZED ADMINISTRATORS OF SUPPORT COURSES
2. DEVELOPED ORIENTATION IN ADP
3. NOW HAVE A SUPPORT REVIEW COURSE - TRENDS AND HIGHLIGHTS

TRAINING FILM PRODUCTION

1. ACADEMY ANONYMOUS
2. HOSTILE AUDIO COUNTERMEASURES

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PROGRAM ASSISTED INSTRUCTION

1. DIRECTED BY MR. BAIRD
2. CONTRACTED WITH [ ]
3. LANGUAGE SCHOOL AND INTELLIGENCE SCHOOL
4. INSTRUCTORS SENT TO PROGRAMMING COURSES

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AGENCY FILM BEING PRODUCED

DD/P SURVEILLANCE FILM BEING PRODUCED

FINANCE:

1. INITIATED A CENTRALIZED ALLOTMENT CONTROL SYSTEM  
USING ADP

2. FURTHER DECENTRALIZED CERTIFYING AUTHORITY



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3. SUPPORTED S.E. ASIA
4. IMPLEMENTED MAILING OF PAYCHECKS TO BANKS
5. DEVELOPED PROCEDURES IN SETTING UP CIA RETIREMENT AND  
DISABILITY FUND
6. CONDUCTED SURVEYS OF BUDGET AND FISCAL OFFICERS
7. IS PARTICIPATING IN SURVEY OF PROPRIETARIES
8. WILL REVISE REGULATIONS REGARDING SHORTAGES AND LOSSES  
OF OFFICIAL FUNDS
9. HAVE SCHEDULED 52 ADDITIONAL WORK PROCESSES TO ADP
10. *Monetary Procurement*  
MEDICAL
1. AMES BUILDING MEDICAL ACTIVITY WAS ACTIVATED 6 DECEMBER
2. IN 1967 WILL HAVE A REGIONAL MEDICAL OFFICER WORKING OUT

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5,

ILLEGIB LOGISTICS

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1. RECOMMENDATIONS MADE BY

2. OUR REPLY TO THESE COMMENTS

SPACE (CHART)

1. FOURTH BUILDING

2. NPIC BUILDING

3. MOVEMENT TO ACCOMMODATE DDS&T

4. NEED FOR SPECIAL PURPOSE BUILDING AT HEADQUARTERS

PRINTING SERVICES BUILDING

1. DATE OF ANTICIPATED MOVE

2. BUILDINGS TO BE GIVEN UP AS A RESULT OF THE MOVE

PURCHASE OF SURPLUS MATERIALS

OUR USE OF RECONDITIONED PROPERTY FROM OTHER AGENCIES

CONSTRUCTION

1. COMPLETED

2. IN PROCESS

3. ANTICIPATED

COMMO

WORKLOAD  
MAXII AND MAX III

1. MAX II TO BE INSTALLED IN BASEMENT REAL SOON

2. MAX III TO BE INSTALLED BELOW

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shifts and changes in the Offices and Divisions resulting from transfers, separations, and promotions. The Personnel Forecast should be developed so that we can come out with a new forecast on a monthly basis.

### RECRUITMENT

During Fiscal Year 1966 the Office of Personnel combined under one Deputy Director those functions that directly contribute to the acquisition of new employees. These key functions; namely, recruitment, corres-  
pondence, advertising, invitee travel, and applicant processing and place-  
ment were merged together in order that we could be more responsive to our applicants and to our Agency component customers.

### PRE-EMPLOYMENT INTERVIEWS

We have established as a standard practice the inviting of professional and technical candidates to Headquarters for pre-employment interviews. These visits to Headquarters include one day for personnel interviews and two days for medical and security interviews. Medical and security interviews are scheduled insofar as possible to insure economical use of the available services of physicians and polygraph operators. Except in unusual cases, polygraph interviews are arranged as the final step in the selection process after personnel considerations and medical evaluations are completed. *Avoids problems + embarrassments* Although this practice has increased expenditures for invitee travel, it has proven to be more efficient than the old practice of

placing the polygraph interview earlier in the selection process. Under the prior arrangement an average of one out of three invitees who were polygraphed entered on duty while under our current practice three out of four invitees who are polygraphed enter on duty.

During the remainder of FY 1967 and FY 1968 we would anticipate a need to conduct our pre-employment interviews as in FY 1966, providing sufficient funds are available. Without our pre-employment screening interviews it would be difficult to acquire the quality of employees we need let alone please Agency operating officials.

#### PLACEMENT AND THE SKILLS BANK

In merging together the placement and recruitment functions under one personnel directorate, it was felt that new concepts must be explored and implemented when appropriate in order to meet our recruitment goals in this tight labor market.

The result was that during late FY 1966 and early FY 1967 we planned and implemented the Skills Bank technique. Our objective was to screen the qualifications of available candidates against Agency needs and to generate prompt decisions as to their employment by the Agency. The component still makes the judgment whether they want someone or not, but they do this within time limits established by the Director of Personnel. This is critically important when it comes to putting the right candidates into clearance at the right time.

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In the Skills Bank concept, the selection mechanism is oriented to the category of skills which are required by the Agency and in terms of the availability of such skills among candidates for employment. The important thing is to group your skills together, expedite the review by your customer, and expedite the clearances and processing of each applicant - the end goal being faster processing of applicants with the anticipation that the take will be greater and more responsive and faster service to the component customer.

During FY 1968 we hope to develop and implement a plan that will facilitate greater flexibility in the movement of personnel between career services. This we feel will permit more effective utilization of some of our human assets with the net gain in morale, work production, and overall Agency gain.

#### UNIVERSITY ASSOCIATES

We have continued our utilization of our University Associates as an adjunct to our recruitment mechanism. During the remainder of FY 1967, and the first quarter of FY 1968, we hope to increase our Associates from 26 to 40.

As a note of caution, we are a little concerned at this time that the student demonstrations and the possible "fingering" of our men, such as  may make it more difficult to attract qualified administrators, deans, and department chairmen to our banner because of the possibility of what they may regard as adverse publicity

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for them or the school they represent.

Demonstrations in Fiscal Year 1967 - Increase in demonstrations and hostility is increasing. It is starting to impede in a small way our recruitment efforts - i.e. - interviewing on campuses.

Demonstrations in Fiscal Year 1968

- a. Probably continue
- b. Our alternate plans of action if demonstrations become a serious handicap.

OVERSEAS TOUR OF DUTY STUDY

During FY 1967 we are conducting an overseas tour of duty study designed to develop basic statistics which will establish the actual length of tour served by area, the TDY and supplementary expenses involved in change of station which can be costed out by the Office of Finance to determine a tour of duty policy and maximum cost effectiveness. ? ✓

RESULT: The result would be a tour of duty policy, which when approved, we would hope to implement sometime in Fiscal Year 1968.

INTEGRATION OF RETIREMENT UNITS

During the remainder of FY 1967 we plan on completely merging the two units in BSD that work on retirement matters. The present Retirement Branch is concerned with all aspects of Civil Service Retirement and the processing of retirement applications submitted by Agency employees under Brief down

the CIA Retirement and Disability System; the present CIA Retirement Staff is handling those matters pertaining to participation of Agency employees under the CIA Retirement and Disability System. The screening process to determine which Agency employees qualify for participation in the CIA System is nearly complete. For this reason, the separation of the responsibility for handling retirement matters no longer appears necessary. Within a short period of time we intend to integrate the two units into a single Retirement Branch, which will be responsible for all retirement matters - whether under the Civil Service Retirement Act or the CIA Retirement System.

Our future plans for this Retirement Branch for FY 1968 include assignment of responsibility for developing or reviewing retirement plans proposed for proprietary organizations and for establishing supplemental retirement plans for individuals for whom such additional retirement benefits are sought and approved.

CIA Retirement and Disability Act: As of the end of F& 1966,  25  
employees had been appropriately screened for either eligibility or non-eligibility for participation in the CIA Retirement System.

25X9 From the beginning of FY 1967, we have screened an additional  25  
resulting in a total of  having been screened by early December 1966.  
We now have 99 cases in process and of the present total number of employees to be appropriately screened to be declared eligible, ineligible and then subsequently designated participants or non-participants in the System, there



are 23 cases still in the hands of the career services.

During FY 1967 additional employees will be reaching 25 years of age or have five years of service or both. This will, of course, require similar processing work as occurred during FY 1966. In addition, there will be:

- a. a review verification of claimed qualifying service and processing of nominations of employees who had previously been declared ineligible,
- b. conducting necessary follow-up and review in order to ensure that participants in the System continue to meet the criteria for participation,
- c. conducting necessary follow-up and review to ensure that a proper review is made six months prior to a participant completing 16 years of service, and that participants whose careers are adjudged by the Director of Personnel to be qualifying for the System are given the opportunity to exercising their vested right of remaining in the System.

During FY 1968 the activity will be similar to that of FY 1967.

#### CAREER TRAINEES

During Fiscal Year 1966 156 new employees entered on duty in the Career Training Program against a target~~ed~~ of 175.

During the first five months of Fiscal Year 1967 108 new employees have

entered on duty in the Career Training Program against a target of approximately 225 for the year. This is more than twice the number (48) who entered on duty during the first five months of Fiscal Year 1966.

There is some evidence that our recruitment and selection procedures are more efficient than they were in the past. For example, in spite of the greater input, we have initiated 47 fewer security clearances for prospective CT's during the first five months of FY 1967 than we did during the first five months of FY 1966 and there are 50 fewer CT candidates in process as of 30 November 1966 than there were on 30 November 1965. We have made a positive effort to screen applications carefully before they are referred for consideration by officials of the Career Training Program.

Henceforth there will be three CT classes of 92 to 95 each beginning in March, July and November each year. From the number of CT candidates ~~not~~<sup>now</sup> in process and the rate at which we have been initiating security clearances on new candidates, it appears that there will be no difficulty in meeting the external recruitment requirements of 72 to 75 EOD's for the next class in March 1967 and for subsequent classes in FY 1968.

TRAINING

25X9 Agency Foreign Language Policy. Effective 1 February 1966, Mr. Helms approved a new foreign language policy for the Agency. Major provisions include: the identification by Directorate of foreign language requirements, including required proficiency levels; and the testing of all Agency employees claiming a foreign language to determine their proficiency. The requirements provision was met during August 1966. As of 30 November of the [ ] employees claiming a proficiency, 86 remain to be tested or dis- claimed. Fifty-six of these are scheduled for testing during December.

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CT Training. By adjusting the length and substance of [ ] courses, and the cycling of these courses to spread instructor work load over a 12-month period, we will be able to handle additional trainees, the Agency Foreign Language Policy, and new skills courses without an increase in existing personnel and facilities. The formal training span, plus desk experience, for DDP CTs has been expanded to approximately two years (approved 25 August 1966). The first extended training program for DDP CTs began with the October 1966 class.

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Establishment of Support School. By concentrating the competence and experience in the broad support field under centralized administration, we expect a better utilization of manpower and more effective contribution to support-type training.

Within the Support School a new three-day course has been developed to provide orientation in ADP. The first running of this course was given 6-8 December 1966.

A Support Review Course -- Trends and Highlights was offered for the first time during September 1966. This course is for personnel of the Support Directorate and is designed to bring them up to date on new developments in Agency support. We plan to give the course seven times during calendar year 1967 with an enrollment of 50 to 55 students per class.

Training Film Production. "Academy Anonymous" and "Hostile Audio Countermeasures" were completed during FY 1966. Also, during this period a film was produced for the Office of Security on the destruction of classified material.

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by [ ] off-the-shelf language programs are being studied for possible use in the Language School. These include programs by Encyclopedia Britannica, German and French; Paul Pimsleur, French and Spanish; and Language Laboratories, Inc. (LLINC), Spanish and French. The LLINC program, consisting of 24 students, is expected to be completed by the end of this calendar year.

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Also based upon [ ] recommendation, a language instructor has been sent to a programming school. Similarly, three instructors from the Intelligence School have attended a programming course. A two-week programming course is planned to be offered in January by [ ] OTR instructors and other interested Agency personnel.

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Management. A course is under development which is expected to provide an introduction to the planning, programming and budgeting system as this system applies to the Agency. The first course of one week's duration is planned for mid-April 1967.

*using grid  
off track.*

Unclassified Film on the Agency and DDP Surveillance Film. A written treatment of the film (story line) has been completed. This has been discussed and research has begun for the purpose of writing a script. It is expected that research and script will be completed by 1 April 1967. Barring budgetary restrictions, production of the film should begin in April or May 1967.

OTR is also working on a surveillance film for DDP but work on this film has been set aside until the script of the unclassified film on the Agency has been completed.

Rotation of Instructor Personnel. We hope to improve the procedures for the rotation of CS, DDS, and DDI instructor personnel into the OTR as well as OTR personnel into the respective Directorates.

Establishment of a Data Base. In order to identify better our capabilities and permit more effective utilization of our resources, we plan to establish such a data base.

Revitalize OTR Career Service. Given the age of the old hands and the expected attrition pattern, we plan to infuse young expertise into our career service.

#### FINANCE

The Office of Finance has accomplished many technical and accounting improvements during FY 1966 and the first portion of FY 1967. Ten of the more important of such improvements were listed in the Agency report for the Bureau of the Budget dated 22 July 1966 on financial management improvement activities.

a. Initiated a uniform centralized allotment control system for the Agency utilizing automatic data processing and providing for greater use of machines in preparing financial reports of obligation and expenditure data. This resulted in the discontinuance of manual detailed confidential fund obligation records maintained by allottees.

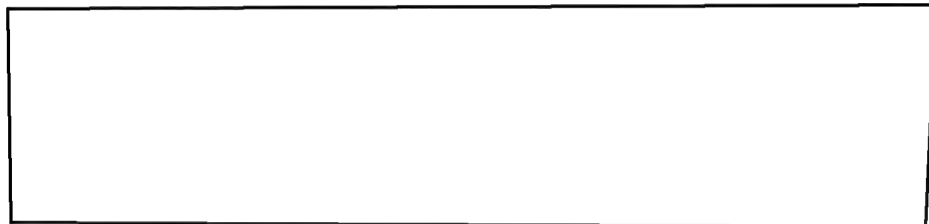
b. Certifying authority for selected types of transactions previously delegated to finance career employees assigned to major

operating components at headquarters has been extended to additional types of transactions in order to increase operating efficiency, provide better service to operating components, and enhance security in handling sensitive transactions.

There are other significant accomplishments of the Office of Finance not listed in the Financial Management Improvement Report. Some of these are:

a. Provided a variety of additional services in support of Southeast Asia programs and activities including:

(1) Assignment of additional Finance Officers to Saigon



(3) Provided assistance for participation in "Task" force team engaged in overall planning effort for Vietnam.

(4) Devised and adapted special procedures and systems for financial property accounting activities in Vietnam.

b. Devised and implemented changes in payroll programs required by changes in Federal and D.C. statutes and regulations.

c. Extended as an additional service to Agency employees on vouchered fund payrolls the option of having their paychecks mailed directly to a bank or other address. The number of employees who are

exercising this option has increased from an initial [ ] to over

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[ ] at present. In connection with extending this benefit, an envelope stuffing machine was purchased which not only stuffs the vouchered fund checks but also eliminated the man hours formerly required to stuff over [ ] checks every four weeks for the confidential fund payrolls.

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d. Assumed the additional responsibilities and developed new procedures involved in activating the CIA Retirement and Disability System. This includes payments of annuities, accounting for the retirement funds, transfers of funds from and to the Civil Service Commission in a secure manner, and investment of retirement funds in securities of the United States. The amount of [ ] of such funds is invested currently in U. S. securities.

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e. Achieved significant increases and improvements in the industrial contract audit area, particularly with respect to cost analyses and financial surveys. The volume of reports concerning the latter has more than tripled since Fiscal Year 1963. This resulted from both strengthening of the staff and improved techniques.

f. Conducted surveys of the Budget and Fiscal Offices of seven DDP divisions to determine compliance with Agency financial policy and procedures and to determine areas where improvements are possible.

Plans of this Office for accomplishments during the remainder of 1967 and during 1968 Fiscal Years will include the following:



a. Participate with other components in a comprehensive survey, under the direction of the Inspector General, to evaluate proprietary projects including the financial management aspects. Develop a pro-



b. Revise regulatory requirements concerning the settlement of cases involving shortages and losses of official funds as recommended by the Inspector General report.

c. Improve the application of computer activities to increase efficiency, conserve manpower, provide management with prompt, useful and meaningful financial reports. The Office of Finance has developed, defined, and scheduled 52 additional work processes to be adapted to Automatic Data Processing as fast as the Office of Computer Services can program these activities. These include: combining vouchered and unvouchered accounting systems, mechanization of

individual retirement records, payroll and leave records for additional groups of personnel, maintaining financial accounts applicable to billings from other Government agencies, and maintaining controls of property requisitioning authorizations made to individual components.

d. Extend the type of surveys made in the DDP divisions concerning compliance with Agency financial policies and procedures to as many other offices as possible such as the National Photographic Interpretation

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Center

#### MEDICAL SERVICES

Ames Building. The Ames Building Medical Facility was activated 6 December 1966. Although ultimately planned as a separate selection processing facility where initial type (Pre-employment and EOD) examinations will be performed, the present functions of the ABMF will be limited to (1) Dependent in examinations and (2) Health services for employees working/the Rosslyn area. We shall continue to plan for the expansion of this facility into its intended functions at such time as the necessary additional capabilities become available.

Regional Medical Officers. We have reached agreement with the WH Division for the establishment in 1967 of a Regional Medical Officer working

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A Medical Officer with experience in this area has already been designated for this assignment.

#### Improvement of Our Professional Capabilities

A Psychological Consultant Panel has been established and has just completed its first meeting. The purpose of this panel is to review on a continuing

basis our Psychological Services Program to assure its continuing effectiveness.

This panel is the psychology counterpart to the Psychiatric Consultant Panel (established in 1965) which also met at headquarters in November.

Operational Support

a. Plans have been completed for the expansion of the [ ] Medical

Facility to enable us to provide out-patient care to the entire U. S. official

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[ ]

[ ]

[ ]

SYSTEMS STUDY

A task force was originally formed early in 1965 (calendar year) with part time details from several Support Offices because: existing systems were inadequate and outdated; the several Support Offices were developing new and widely varied plans for additional computer applications, many of which were

*Data on use of  
computers, DCS, &  
time spent. -*

found to be duplicative and overlapping; the Directors of Support Offices and their customers were dissatisfied with existing systems; audit reports had been seriously critical of existing systems and recommended modernization; and the Office of Computer Services was projecting plans for updating its equipment capability which would have required that we reprogram and redesign systems in any case.

The problem was divided conventionally into men, money, and materiel and the principal objective was to develop integrated systems to the maximum extent practicable. We are proceeding on the basis of total planning and sequential implementation of applications designed in reasonable orders of magnitude over a period of the next several years.

We have completed the analysis of existing systems and have developed a conceptual model design in the materiel resources sub-system. We are in the process of developing conceptual model designs in the Human and Financial Resources Systems, all of which must ultimately be integrally related if we are to be able to produce the kinds of program, planning, and budgeting information increasingly required by our modern government management techniques. We expect to begin data conversion in parts of the materiel resources system within the next several weeks. Programing for some of the sub-systems will begin before the end of the fiscal year 1967. We expect complete implementation of the Materiel Resources System domestically during the fourth quarter of fiscal year 1969. Implementation

of the Financial and Human Resources Systems is projected for fiscal year 1970.

These systems will not represent the totality of the Support Directorate requirement for use of computing equipment. Our first cut in the Human Resources area, for example, has been limited to staff employees as we move forward. We are not attempting at this time to handle Credit Union, Insurance, and similar applications peripheral to the main business of manpower management. In the Materiel Resources area we are not attempting at this time to handle Real Estate Accountability or other more specialized interests.

We are reviewing all requests for computer services critically to ensure that there is a real need to use the computing capability and that the requirement cannot be effectively satisfied at less cost by some other means.

#### ORGANIZATION

The Support Services Staff was created in August 1966 by combining Records Administration, Regulations Control, and Information Processing performed by small units previously a part of the immediate Office of the DD/S. Records Administration has eight people at Headquarters and seventeen at the Records Center (carried on the staffing complement [redacted] 25X1

25X1 [redacted] Regulations Control has six positions; and six positions have been dedicated to Information Processing. All of these units have a

direct functional relationship. The development and implementation of new data processing and information systems will require changes in policy and procedure which will have to be reflected in the Agency Regulatory System. Conversely, changes in policy inevitably must be reflected in the manner in which our information is processed. The implementation of new systems will also require redesign and development of new forms and will have a significant impact upon our other methods and techniques of Records Administration and paper work management. The Chief, Support Services Staff has also been designated as the Information Processing Coordinator for the Support Directorate.

#### RECORDS ADMINISTRATION

Paper work management and Records Administration is increasingly the focus of attention by the Congress and the President. In response to a specific directive from the President we propose to conduct an Agency-wide file and paper work clean up campaign during the first three months of calendar year 1967. (A proposal for the approval of the Director is being coordinated and I hope we will be able to send it forward before you give this briefing). I hope to be able to strengthen the paper work management and records administration program during 1967 and 1968 in all of the basic elements of forms, reports, correspondence, filing systems, filing equipment, vital records and records disposition. Emphasis will be placed on the records creation phases of the program to restrict the growth of paper; particular attention will be paid to correspondence and reports management. Attempts

will be made to eliminate duplication and overlapping of records particularly where manual methods have been automated and where additional copies have been created by office duplicating machines. Arrangements will be finalized with GSA for the use of storage space for inactive records as the new Federal Records Center at Suitland, Maryland, thereby avoiding the need for the expenditure of about one-half million dollars of Agency money to enlarge our

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Records Center

### PURCHASE OF SURPLUS MATERIALS

Since the early 1950's, the Office of Logistics has conducted an active program to acquire excess property from the Department of Defense (DOD). Through continued liaison with the Defense Supply Agency and the separate military departments, information is obtained as to actual or potential DOD excesses. Our requirements are levied on the appropriate activity and the materiel is acquired without cost except for packing, handling, and transportation charges. Such charges normally average four to six per cent of the book value. The succeeding paragraphs summarize the OL effort in this field for the past two fiscal years and Fiscal Year 1967 to date.

During Fiscal Year 1965, excess materiel with a book value of approximately \$5,000,000 was obtained from DOD. In Fiscal Year 1966, this figure rose to approximately \$5,600,000. Thus, far in Fiscal Year 1967, requisitions have been processed to acquire materiel valued at approximately \$4,000,000. The attachment shows representative items acquired during each of the fiscal years reported. Three examples will serve to highlight the magnitude of the acquisitions reflected in the attachment:

First, during Fiscal Years 1965 and 1966, over thirty million rounds of carbine ammunition valued at approximately \$1,100,000 were acquired. Because of DOD's expanded commitment in South



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Vietnam, items such as this are no longer available through excess channels and in fact are now in short supply.

The second example is parachutes. During Fiscal Years 1965 through 1966, approximately 17,000 personnel parachutes were acquired. The great majority of these were troop type personnel parachutes which no longer met military standards. These were then converted in Agency facilities to a cargo configuration. Unfortunately, this source is "drying up" as the Army has instituted its own conversion program.

A third example concerns approximately \$1,500,000 worth of clothing, field equipment, and heavy wool uniform material acquired during the same time period. (The uniform material was converted to blankets for use in Laos and Vietnam.)

The savings that result from the acquisitions through DOD excess channels are passed on to the operational elements in the form of minimal costs for materiel. Our pricing policy on materiel acquired through these channels has been to establish a price representative of the organization investment in the item. When materiel acquired through this source is adequate to cover our current and foreseeable future requirements, this minimal price prevails. The policy of pricing such acquisitions at the

-3-

investment cost only is a flexible policy that, under certain circumstances, requires modification. If the excess acquired is only a portion of the total requirement, and the remainder must be procured at normal cost, the items acquired from excess should be carried in the inventory at a realistic replacement cost. Similarly, when replenishment of an item previously obtained from excess is necessary within a given fiscal year and the replenishment cost will be the current military price, we will immediately amend the price to reflect the current actual cost.

The excess program has been a successful one and has resulted in considerable cost avoidance to the Agency. We hope to continue acquiring materiel from these channels; however, with the current military requirements resulting from Southeast Asia activities, we may not be quite as successful in getting excess items in the future and, therefore, it is imperative that we be prepared to pay the normal cost for the item. In summary, the policy is to pass on savings to the area divisions but, at the same time, we must be alert to the need for additional funding from the Office of Planning, Programming and Budgeting to procure materiel at normal cost if excess is not available from the military.

*COMMO*  
WORKLOAD

The world-wide volume of messages handled over the CIA system for itself and others in FY-66 was about 6.3% higher than in FY-65, and over 23% greater than the FY-64 volume. Full-time Communications personnel were assigned to [REDACTED]

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[REDACTED] We have upgraded facilities at a number of overseas posts as will be detailed below, and we have further seen during this period, the initiation of secure voice service in the Washington area and the beginning of secure voice service to posts in Southeast Asia. Additionally, we have seen the establishment of secure facsimile circuits in the Washington area.

We expect, in the period from 1 December 1966 through Fiscal Year 1968, further expansion and sophistication of the Staff Communications network responding to additional volume, time and crisis pressure. We foresee further automation of our major staff communications relay stations and extension of secure voice capabilities both domestic and overseas. We anticipate the initiation of staff data communications links in support of Agency computer based operations both domestic and overseas.

MAX II AND MAX III

Planning for hardware and software of the next generation of Message Automatic Exchange (MAX) was completed with particular emphasis

-2-

on systems for Headquarters [REDACTED]

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[REDACTED] Specifications were written and a purchase contract was let in FY -1966 for one system. This will be installed in the Headquarters communications center in FY -1968 following preparatory renovations. Site preparation for the second system which will be installed [REDACTED]

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[REDACTED] will be initiated in FY -1968 based on A&E work to be accomplished during the remainder of this fiscal year.

COMM O  
EXPANSION

Staffing increases in the next two years are planned in:

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Southeast Asia  to meet the Vietnam war expansion.



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Latin America, to meet the expected increase in traffic and hours of coverage at a number of the field stations.

Headquarters Staffs to meet the new program developing that will require communications support for the transmission of secure voice, computer data, and facsimile information. As the use of ADP equipment and techniques increase in the Agency, the need for additional communications support will increase also. Communications will be a vital factor in the total effectiveness of the ADP activities that are planned to be employed in the Agency and the Intelligence Community.

SECRET

SECURITY

Reinvestigation Program

The Reinvestigation Program has been accelerated from [ ]  
per month to [ ] per month. At this rate, the Program will  
be on a current basis within two years. After the two years, some-  
what less than [ ] cases per month will require reinvestigation in  
order to keep the Program up to date.



Polygraph

During this period, the Interrogation Research Division handled  
a case load which increased [ ]  
cases in FY 1966.

-2-

Conversion of Security Index

In FY 1966 the Security Records and Communications Division completed the conversion of 1,700,000 index records to magnetic tape in order to establish a computer name tracing system. Full implementation of the system awaits the completion of the "up date" program by the Office of Computer Services (the "up date" program is needed to add, delete, and change records in the master file). Minimal use is being made of the systems research program to ascertain file numbers pertaining to unnumbered correspondence. It is planned that this program will be operational in 1967.



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## INTRODUCTION

Assume that manpower and money will continue to be problems.

During the course of presentation will mention more important items highlighted in the Program Memoranda.

## MANPOWER

Chart on new DDS ceiling



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## MONEY

Chart on new 1967 allocations

## REORGANIZATION

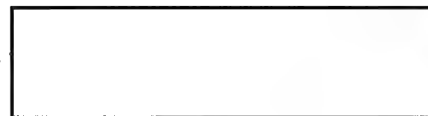
Establishment of Support Services Staff

- A. Report on ADP Program
- B. Paperwork Management Program

## PERSONNEL

A. Recruiting

- 1. Overall policy under present restriction
- 2. Skills Bank
- 3. University Cooperation
- 4. Demonstrations at Universities
- 5. Pre-employment Interview Program
- 6. Interim Assignment Section



*perhaps the same*

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B.

C. ~~Length of overseas tours~~

D. Retirement

E. Employee Benefits and Services

LOGISTICS

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A.

B. Space

C. Printing Services' Building

D. Restrictions on Procurement

TRAINING

A. CT Program — *status of - quality of trainees*

B. Language Requirements

C. Seminar in PPB

D. New Support Review Course

E. Management Grid

F. Matt Baird Program

G. CIA Film

COMMUNICATIONS

A. Max I, ~~II~~ II & *III*

B. Expansion in Africa

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*Information stated  
to each category.*

I. STATUS OF PERSONNEL *(Chart) begin in fact on chart.*

A. REORGANIZATION, OFFICE OF PERSONNEL

B. PERSONNEL PLANNING AND FORECASTING

C. PLACEMENT AND "SKILLS BANK"

D. RECRUITMENT PROCESSING

STREAMLING SYSTEM -- EARLY DECISION POINTS -- PRE-CASE REVIEW --

PRE-EMPLOYMENT INTERVIEWS AND DECISIONS

II. CAREER TRAINEE PROGRAM -(CHART)-

156 ENTERED ON DUTY FY 66 -- 108 SO FAR THIS YEAR -- QUALITY IS HIGH --

EOD's AGAINST LESSER CLEARANCES.

CLASSES OF 92 TO BEGIN EACH MARCH, JULY, NOVEMBER.

STATUS--QUALITY OF TRAINEE.

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III. TRAINING -(CHART)-

A. THREE CYCLE TRAINING -- INCREASES STUDENT CAPACITY  
WITHOUT INCREASE IN INSTRUCTIONS STAFF

B. LANGUAGE TRAINING POLICY

NEW POLICY 1 FEBRUARY 1966

REFLECTION LANGUAGE TRAINING IN NEW TRAINING CYCLE

LANGUAGE TESTING 30 NOVEMBER 1966 ☐ EMPLOYEES CLAIMING  
PROFICIENCY, 86 YET TO BE TESTED.

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C. SUPPORT SCHOOL ORGANIZED -- ALL ADMINISTRATIVE TRAINING --  
EXECUTIVE TRAINING COURSES, ADP AND PPB INCLUDED IN ON SCHOOL.  
CONCENTRATES TRAINING COMPETENCE AND EXPERIENCE IN THE  
BROAD SUPPORT FIELD.

ESTABLISHED SUPPORT REVIEW COURSE, TRENDS AND HIGHLIGHTS,  
FOR SUPPORT PERSONNEL.

DEVELOP ADP ORIENTATION COURSE.

DEVELOPING PPB ORIENTATION COURSE.

D. PROGRAM ASSISTED INSTRUCTION

STUDY GROUP -- MATT BAIRD

DD/S&T LIGHT SCIENCE DIVISION

CONTRACT WITH

SURVEYING FOR POSSIBLE APPLICATION -- WILL BE A TIME SAVER --  
REMOTE TRAINING AID -- INCREASE COMPREHENSION.

FIRST APPLICATIONS CLERICAL SKILLS AND LANGUAGE TRAINING.

SURVEYING ALL SCHOOLS FOR APPLICATION.

TRAINING INSTRUCTORS IN PAI .

FUTURE APPLICATION COMPUTER ASSISTED INSTRUCTION.

E. TRAINING FILM PRODUCTION

ACADEMIC ~~INTER~~ ANONYMOUS - HOSTILE AUDIO COUNTERMEASURES  
AGENCY FILM.

ILLEGIBLE

IV. AGENCY SPACE PROBLEMS (CHART)

a. PERSONNEL LOCATIONS

B. FOURTH BUILDING ROSSLYN 60,000 SQUARE FEET

C. NPIC BUILDING CANCELLED

D. SERIOUS SPACE CONDITION HEADQUARTERS

EXPANSION SPECIAL PURPOSE FACILITIES--COMPUTER CENTER AND  
FILE ROOMS

E. NEED FOR SPECIAL PURPOSE BUILDING AT HEADQUARTERS. STUDY  
GROUP SPACE PLANNING.

25X1 V. STUDY OF PROCUREMENT SYSTEMS OF AGENCY. REPORT BY

(XXX 1966).

A. BASIC FINDINGS - 2 PROCUREMENT SYSTEMS AGENCY - NRO - Agency  
NEED FOR TEAM CONCEPT, TECHNICAL, CONTRACTING  
OFFICER, AUDITOR AND SEEK MOST EFFECTIVE/NEED FOR PROCUREMENT  
MANAGEMENT INFORMATION SYSTEM - PROBLEMS IN RESEARCH AND DEVELOPMENT=  
~~STRICT SOUND MANAGEMENT~~

RECOMMENDATIONS: SPECIAL ASSISTANT TO DD/S - CONTRACT REVIEW BOARD

-- CENTRALIZED R&D PROCUREMENT IN DD/S&T -- CENTRALIZED CONTRACT

- AUDITING - ~~XXX~~ CONSULTATION WITH EACH DIRECTORATE - DD/S

REALIGNMENT PROCUREMENT SYSTEM - KEEP SEPARATE NRO AND AGENCY  
SYSTEMS - DIRECTOR OF LOGISTICS RESPONSIBLE AGENCY PROCUREMENT --

ILLEGIB CONTRACT REVIEW BOARD - OVER \$200,000 / DELEGATION TO DIRECTORATES UP  
TO \$200,000 / [REDACTED] CONTRACTING OFFICERS, AUDITORS, *assigned*

ESTABLISHMENT MANAGEMENT INFORMATION SYSTEM -- DD/S&T, NRO  
INCLUDED, LOGISTICS ALL [REDACTED] AND ILLEGIB  
PREVIOUS PROCUREMENT.

VI. DD/S AUTOMATIC DATA SYSTEMS STUDY - PROBLEM: AUTOMATIC  
DATA BASE DD/S MANAGEMENT INFORMATION, PERSONNEL, SECURITY, TRAINING,  
MEDICAL, LOGISTICS AND FINANCE -- FOR USE ALL AGENCY MANAGERS.  
EXISTING DATA SYSTEMS OUTDATED AND INADEQUATE FOR INFORMATION \_\_\_\_\_.  
ORGANIZED TASK FORCE 1965--ALL DD/S OFFICES WITH ASSISTANCE OF OFFICE  
OF COMPUTER SERVICES PROGRAM - 3 PHASES -- MATERIEL, *financed* SCIENTIFIC AND  
HUMAN RESOURCES SYSTEM. OBJECTIVE TO DEVELOP INTEGRATED INFORMATION  
SYSTEMS TO EXTENT FEASIBLE ( PHASING / ~~CONCEPTUAL~~ DESIGN - COMPUTER  
PROGRAM DESIGN - THEN DATA CONVERSION.) - EXPECT COMPLETE IMPLEMENTATION  
MANAGERIAL RESOURCES SYSTEM END OF FY 69 AND OTHERS IN FY 70 -  
IMPLEMENTED SIMILAR SUBSYSTEMS NOW--PROCUREMENT INFORMATION SYSTEM--  
STOCK CATALOG -- WE CAN INDEX AND SERIES OF OTHERS.

PROBLEMS: MOST OF DD/S INFORMATION NOW DONE ON 501 COMPUTER--  
IS *obsolete* -- OPERATES 24 HOURS A DAY--IS SPECIALIZED. QUESTION

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OF OUR PROCESSING PIPELINE.

B. PERSONNEL PLANNING AND FORECASTING

- IN PAST - NO APPROVED FIGURES FOR PROJECTIONS THUS DID NOT PERMIT DEVELOPMENT OF REALISTIC TARGETS SHOWING RECRUITMENT MIX. THIS CREATED 'RIPPLE EFFECT'
- SYSTEM NOW WELL UNDER WAY. AGENCY FORECASTS COMPLETED. WORKING WITH COMPONENTS ON DETAILED BACK-UP. FORECASTS TO BE UPDATED MONTHLY. BY FY '68 EXPECT APPLY ADP TECHNIQUES MORE FULLY.
- SYSTEM IMPORTANT FOR PLANNING IN OTHER OFFICES - MEDICAL SERVICES, SECURITY, TRAINING, LOGISTICS.

C. PLACEMENT AND "SKILLS BANK"

- NUMBER STEPS TAKEN TO STREAMLINE PLACEMENT SYSTEM AND TIGHTEN OPERATION. MOST IMPORTANT - DEVELOPMENT OF "SKILLS BANK" WHERE NEW APPLICATIONS AND SPECIAL CASES BROUGHT TOGETHER IN ONE LOCATION - GROUPED BY SKILLS - FOR COMPONENTS TO REVIEW. ELIMINATES MOST "FILE SHOPPING." PERMITS WIDER REVIEW OF APPLICANTS, BETTER SELECTIVITY, AND SPEEDS WHOLE PROCESS.
- ALL APPLICANTS EXCEPT THOSE RECRUITED BY A COMPONENT, AND CT'S, GO TO SKILLS BANK. PERSONNEL RESOLVES COMPETING REQUIREMENTS



D. RECRUITMENT PROCESSING

- HAVE CONSOLIDATED RECRUITMENT ADVERTISING. INVITEE TRAVEL. CORRESPONDENCE. AND APPLICANT. STRENUOUS EFFORTS MADE TO STREAMLINE SYSTEM. RECRUITERS MORE SELECTIVE. JOINT REVIEW OF APPLICATIONS. HOT PURSUIT AND FOLLOW-UP CORRESPONDENCE.
- PRE-EMPLOYMENT INTERVIEWS - 1 DAY FOR PERSONNEL, 2 DAYS FOR MEDICAL AND SECURITY. POLYGRAPH LAST - ONLY 1 OF 3 USED TO EOD, NOW 3 OUT OF 4.
- RESULTS NOW REFLECTING - PARTICULARLY WITH CT S - HIGHER PROPORTION EOD S AMONG THOSE IN PROCESS. THIS IS THE PAYOFF.

II. CAREER TRAINING PROGRAM

CHART DEPICTS TOTAL NUMBER OF JUNIOR OFFICERS INDUCTED THROUGH PROGRAM - THOSE STILL WITH US - AND THEIR DISTRIBUTION BY DIRECTORATE. AN IMPRESSIVE RECORD.

156 ENTERED ON DUTY FY '66 - 139 SO FAR THIS FY (1 DEC). EXPECT TO MEET FULL QUOTA OF 275 BEFORE 30 JUNE.

QUALITY REMAINS HIGH. GREATER PROPORTION THOSE IN PROCESS EXPECTED TO EOD THIS YEAR THAN TRUE IN PAST.

INSTEAD OF 4 TRAINING CLASSES PER YEAR WILL BEGIN NEXT MARCH - 3 CLASSES 90-95 EACH -

25X1 MARCH JULY, NOVEMBER. THIS NECESSARY IN ORDER DEVELOP  
EFFICIENT SCHEDULE [ ] FOR LARGER NUMBER TRAINEES  
NOW IN PROGRAM.

TIGHT CEILING AND BUDGET LIMITATIONS ON PROGRAM THIS  
YEAR PRESENT MANAGEMENT PROBLEMS. BUT PROJECTIONS JUST  
COMPLETED INDICATE CAN HANDLE - WITH FEW ADJUSTMENTS BEING  
WORKED OUT WITH DIRECTORATES.

WITH RECENT INCREASES IN SIZE PROGRAM - FROM TARGET  
150 TO 225 IN FY '65 - AND 275 IN FY '67 - HAVE SELECTION STANDARDS  
BEEN MAINTAINED? OR HAS "QUALITY" BEEN AFFECTED? A&E STAFF  
REVIEWED TEST RECORDS ON CT'S LAST 9 YEARS - 1958 THROUGH 1966 -  
SHOWED THAT VERBAL SKILLS (MEASURED BY VOCABULARY, READING  
COMPREHENSION AND ARTIFICIAL LANGUAGE TESTS) HAVE GONE DOWN  
SOMEWHAT BEGINNING IN 1962.

NON-VERBAL SKILLS (MEASURED BY MATH AND OTHER TESTS)  
HAVE REMAINED ABOUT SAME LEVEL. ATTITUDE AND PERSONALITY  
MEASURES HAVEN'T CHANGED SIGNIFICANTLY. THOUGH INTEREST  
MEASURES SHOW MORE NOW INCLINED TOWARD SPECIALIZATION -  
PARTICULARLY SUPPORT.

A&E CONCLUDES LARGER PROGRAM NOW PRODUCING ESSENTIALLY  
SAME GROUP AS BEFORE BUT HAVE BROADENED SPECTRUM AND

(5)

ADDED NUMBER TRAINEES WITH MORE SPECIALIZED INTERESTS.  
NOTWITHSTANDING SLIGHT DRIFT ON VERBAL TESTS, STILL HIGHLY  
RESPECTABLE GROUP AS COMPARED WITH GENERAL AGENCY POPULATION.

OF TRAINING

CHART SHOWS HOW WE RUN A THREE CYCLE CAREER TRAINING  
PROGRAM IN WHICH A DD/I TRAINEE GETS 23 WEEKS INSTRUCTION,  
DD/S 48 WEEKS, DD/P 92 WEEKS.

A. THREE CYCLE TRAINING - INCREASES STUDENT CAPACITY  
WITHOUT INCREASE IN INSTRUCTIONAL STAFF. THREE CYCLES HAS  
ALLOWED ECONOMIES [REDACTED] BY MAKING BETTER USE OF  
FACILITIES. CAN HANDLE [REDACTED]

B. LANGUAGE TRAINING POLICY - DIRECTORATES MUST  
IDENTIFY FOREIGN LANGUAGE REQUIREMENTS AND PROFICIENCY  
REQUIRED. HAVE REFLECTED LANGUAGE TRAINING IN NEW TRAINING  
CYCLE. THIS HAS BEEN GEARED TO THE THREE CYCLES OF THE  
CAREER TRAINING PROGRAM.

LANGUAGE TESTING TO 30 NOVEMBER 66 - [REDACTED] EMPLOYEES  
HAD CLAIMED PROFICIENCY, 86 YET TO BE TESTED [REDACTED] DISCLAIMED  
PROFICIENCY.

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[REDACTED]

D. SUPPORT SCHOOL ORGANIZATION -- ALL ADMINISTRATIVE TRAINING CONSOLIDATED IN EXECUTIVE TRAINING COURSES, ADP AND NEW PFB COURSES INCLUDED IN THIS SCHOOL. CONCENTRATES TRAINING COMPETENCE AND EXPERIENCES IN THE BROAD SUPPORT FIELD.

1. ESTABLISHED SUPPORT REVIEW COURSE, TRENDS AND HIGHLIGHTS FOR SUPPORT PERSONNEL HAVE HAD THREE RUNNINGS TO DATE, A VERY SUCCESSFUL COURSE.

2. DEVELOP ADP ORIENTATION COURSE - THIS WILL BE FROM THE VIEWPOINT OF AGENCY APPLICATION.

3. DEVELOPING PFB ORIENTATION COURSE - THIS WILL BE STRUCTURED ALONG THE SAME LINES AS THE MANAGEMENT CRID COURSE.

E. PROGRAM ASSISTED INSTRUCTION

STUDY GROUP - MATT BAIRD

DD&T LIFE SCIENCE DIVISION

CONTRACT WITH [REDACTED]

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SURVEYING FOR POSSIBLE APPLICATION - WILL BE A TIME SAVER -

REMOTE TRAINING AID - INCREASE COMPREHENSION

FIRST APPLICATIONS CLERICAL SKILLS AND LANGUAGE TRAINING.

SURVEYING ALL SCHOOLS FOR APPLICATION.

TRAINING INSTRUCTORS IN PAI.

FUTURE APPLICATION COMPUTER ASSISTED INSTRUCTION.

F. TRAINING FILM PRODUCTION

ACADEMY ANONYMOUS - A REAL GOOD MOVIE - HOSTILE

AUDIO COUNTERMEASURES AGENCY FILM.

IV. AGENCY SPACE PROBLEMS (CHART)

ILLEGIB THE CHART SHOWS THE BUILDINGS WHICH ARE PRESENTLY  
OCCUPIED, THE PRINTING SERVICES' BUILDING WHICH WE WILL MOVE  
 AND ALSO THE SEVERAL BUILDINGS WHICH WE HAVE  
RECENTLY RELEASED.

A. PERSONNEL LOCATIONS - YOU WILL NOTE THE NUMBER OF  
PEOPLE IN EACH OF THE BUILDINGS PRESENTLY OCCUPIED.

B. FOURTH BUILDING - ROSSLYN 60,000 SQUARE FEET.  
NEGOTIATIONS ARE CURRENTLY UNDER WAY TO OBTAIN A PART OF  
ANOTHER BUILDING IN THE ROSSLYN COMPLEX

C. NBC BUILDING CANCELED - ECONOMIES FORCED THIS  
CANCELLATION.

D. SERIOUS SPACE CONDITION - I AM CURRENTLY PLANNING THE  
MOVE OF SOME OF MY OFFICES TO THE ROSSLYN AREA IN ORDER TO  
ACCOMMODATE THE "STANDING ROOM ONLY" CONDITION IN DDS&T.

FROM THE CHART YOU WILL NOTE THAT WE HAVE A LARGE AMOUNT  
OF SPECIAL PURPOSE SPACE AT HEADQUARTERS. REQUIREMENTS FOR  
SPECIAL PURPOSE SPACE CONTINUE - COMPUTER CENTER AND FILE  
ROOMS.

E. NEED FOR SPECIAL PURPOSE BUILDING AT HEADQUARTERS ...  
STUDY GROUP ON SPACE PLANNING.

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DD/S AUTOMATIC PROCESSING SYSTEMS STUDY

A. INFORMATION PROBLEMS:

1. NEEDED AUTOMATED DATA BASE FOR DD/S MANAGEMENT INFORMATION (PERSONNEL, SECURITY, TRAINING, MEDICAL, LOGISTICS AND FINANCE) FOR USE OF ALL AGENCY MANAGERS

2. EXISTING DATA SYSTEMS OUTDATED AND INADEQUATE FOR INFORMATION REQUIRED

B. ORGANIZED TASK FORCE 65 -- ALL DD/S OFFICES WITH ASSISTANCE OF OFFICE OF COMPUTER SERVICES.

1. PROGRAM - IN THREE PHASES -- MATERIEL, FINANCE AND HUMAN RESOURCES SYSTEMS

2. OBJECT TO DEVELOP INTEGRATED INFORMATION SYSTEMS TO EXTENT FEASIBLE

3. PHASING: A. ANALYSIS EXISTING SYSTEM, B. CONCEPTUAL DESIGN, C. COMPUTER PROGRAM DESIGN, D. DATA CONVERSION IMPLEMENTATION

C. EXPECT COMPLETED IMPLEMENTATION OF MATERIAL RESOURCES SYSTEM END OF FY 1969 AND THE OTHERS IN FY 1970.

1. WE ARE DESIGNING SOME INTERIM FIRST PHASE SUBSYSTEMS NOW - PROCUREMENT INFORMATION SYSTEM - STOCK CATALOGUE - AND WE PLAN TO PHASE OTHERS IN SEQUENCE

D. OPERATIONAL PROBLEMS: MOST OF DD/S INFORMATION NOW ON 501 COMPUTER -- IS OBSOLETE - OPERATES 24 HOURS A DAY - IS SPECIALIZED



1. SHOULD GO DIRECTLY TO IBM 360 WHICH IS MUCH  
FASTER AND MORE SOPHISTICATED AS WE IMPLEMENT OUR NEW  
SUPPORT SYSTEM.

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